

# Logistics Combat Support Into the 21st Century -

*A Communications Plan  
for DLA Spokespersons*



# Foreword

The recent publication of our Agency strategic plan, “Defense Logistics Agency Strategic Plan for Entering the 21st Century,” outlines the path to reaching the milestones we need to provide comprehensive logistics and contract administration support into the next century. Now we need to begin telling our DLA story, and this DLA Strategic Communications Plan will set us on the road to do just that. The Agency senior leadership has identified within the corporate strategic plan three goals for the Agency to achieve in the next year:

- Providing responsive, best value supplies and services to our customers;
- Reducing costs, improving efficiency; increasing efficiency;
- Ensuring the workforce is enabled to deliver and sustain world class performance.

The Strategic Communications Plan will help us align our communications efforts with these

goals. This alignment will help ensure that we communicate our intents, our efforts, and our successes to our own workforce, to our customers, and to a variety of audiences who need to know how DLA is providing support to the warfighter. The themes and messages articulated in the Strategic Communications Plan support our goals and objectives and underpin all our communications efforts.

The success of DLA depends foremost on how well we do our jobs - but also on how well we communicate what we are doing. Make this strategic communications plan a living document that guides you through your communications efforts. It will help light the way to achieving our goals and objectives, and making the DLA story one of unlimited successes.

HENRY T. GLISSON  
Lieutenant General, USA  
Director

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## Purpose

The purpose of this communications plan is to provide the framework for leaders throughout DLA to effectively communicate key themes and messages. It ensures we transmit one consistent message through many voices, and focuses efforts to educate our various audiences with messages that help achieve DLA goals and objectives.

## Situation

As the Defense Logistics Agency positions itself to provide comprehensive logistics combat and contract management support into the next century, we need to transform DLA into a smaller, more agile organization able to provide better, faster, best value support to the warfighter. The path to success is outlined in the recent “DLA Strategic Plan for Entering the 21st Century.”

Within DLA’s Strategic Plan, DLA executives have identified three goals for the Agency to achieve in the next year:

1. Providing responsive, best value supplies and services to our customers;
2. Reducing costs, improving efficiency; and increasing effectiveness;
3. Ensuring the workforce is enabled to deliver and sustain world class performance.

Clear, consistent, timely communication of the goals and objectives identified in the DLA strategic plan to DLA’s audiences will be critical to the Agency’s ability to succeed. They must be aware of the plan, understand how it impacts them, and take necessary actions to ensure DLA achieves its goals and objectives.

In addition, focus groups identified several com-

munications challenges. Employees indicated that they knew very little about our customers, but when asked what they were most interested in learning about, out of five possible answers, the one that ranked last was “customers.” Conversely, service members (who previously were DLA customers) admitted hearing very little about DLA before they were assigned here, and had often been unaware of DLA’s programs and services. This communications plan will lay out objectives and suggested approaches to begin addressing these issues.

## Objectives

The objectives of DLA communication efforts are to:

- Promote an understanding of DLA’s commitment to improving efficiency, increase effectiveness and reducing costs.
- Build, maintain, and strengthen the morale of DLA managers and employees; energize and empower them to become effective communicators.
- Ensure DLA’s value to customers and to America is understood.

# Audiences

**A**udience identification is vital to the effectiveness of any communications effort. We need to talk to the right people. We need to conserve valuable funds, time and manpower; therefore, our audiences should be targeted carefully.

## Levels of Audiences

To help target our messages appropriately, we have divided our audiences into three levels:

**Level 1:** People who we specifically want to inform and/or educate. If our communications efforts help affect change in this group's behavior, then we are more likely to accomplish our organizational goals and objectives.

**Level 2:** These are "intervening" audiences. These are people who can intervene on our behalf and influence the primary audience. You've heard of "third-party testimonials" that are more credible than your direct communication? Secondary audiences are those "third-party" people.

**Level 3:** These are "special" audiences composed primarily of organized groups (e.g., clubs, councils, associations) that can mobilize quickly and endorse our cause. They usually have an established means of communication with their membership via newsletters and other media.

## Who are DLA's Audiences?

### • DLA employees

Level 1: All employees, Supervisors, Middle Management, Unions

Level 2: PLFA Public Affairs Officers, DLA Senior Management

### • DLA customers

Level 1: The ultimate users of DLA products - Commanders-in-Chief and their subordinate

organizations, Services, Federal agencies

### • DoD leadership

Level 1: Office of the Secretary of Defense, Joint Staff, Service leadership

### • General public

Level 1: Suppliers and Vendors

Level 2: Media, Professional Associations

Level 3: Community/Civic Groups

### • Legislative

Level 1: Members of Congress

Level 2: Congressional Staff

# DLA Themes & Messages

The following themes and messages provide continuity, consistency, and direction for DLA communication. They are designed to be flexible enough to allow DLA people at all levels to customize them with specifics from their organizations. All DLA leaders should aggressively seek opportunities to communicate the themes and messages using the strategies and tools outlined below.

Following each theme, we identify the goal within the DLA Strategic Plan that it is most closely aligned with.

## Theme 1: Revolutionizing our Business (DLA Goal 2)

### Messages

The Department of Defense Revolution in Business Affairs means adopting and adapting the best practices of the private sector to the business of defense.

- We are trying to make Government simpler, and the business of Government more business-like.
- We must aggressively expand buying Commercial Off-the-Shelf [COTS] products- *e.g. We will do business the way industry does business.*

The “business” of logistics has changed dramatically in recent years.

- DLA’s focus is shifting from managing *inventories* to managing *information* across the supply chain; from managing *supplies* to managing *suppliers*; and from buying *inventory* to buying *response time*.
- Logistics has changed from a supply-based system relying on large stockpiles, and is

quickly becoming a web-enabled, distribution system exploiting improvements in commercial information systems to gain total asset visibility and management of the entire supply chain.

- We have changed who makes the buying decision, from the procurement office to the customer. Customers not only choose what to buy, but also when they want to buy it, and what they want to pay for it.

Reforms are not a modern nicety - they are a military necessity.

- The price of failure is extraordinarily high. Not only would we be cheating the taxpayer, we would find it increasingly difficult to keep today’s force ready to fight, or virtually impossible to equip the force of tomorrow.

We are just as committed as ever to providing small and minority-owned businesses with opportunities to win work from DLA.

### Supporting Quotes

“Adopting the best practices of the private sector will enable the department to cut operational costs, improve accountability and improve service to the warfighter.” John J. Hamre, Deputy Secretary of Defense, March 11, 1998

“We cannot afford to take a ‘business as usual’ approach. The national security challenges of the 21st century and the lives of our troops demand more.” LTG Henry T. Glisson, USA, Director, DLA June 10, 1999

“In a world where everyone, including our potential adversaries, has access to the same commercial technology base, the military advantage will often go to the nation that can capture commercially available technologies, and get them fielded first.” LTG Henry T. Glisson, USA, Director, DLA, June 10, 1999

“...From the foxhole or deck of a ship, airfield, maintenance depot, or any place in the world that a soldier, sailor, airman, Marine, or DoD civilian serves today, a customer with access to a computer, the World Wide Web, and credit card authority will be able to shop comparatively for products; make a selection based on quality, price, and availability; pay for it with a credit card; and press a button to place the order directly with a supplier without having to go to a procurement office. All in a matter of minutes in a paperless environment without intermediate levels of supervision or maintaining large inventories.” LTG Henry T. Glisson, USA, Director, DLA, June 10, 1999

“Point, click and ship is in fact a reality to the warfighter with E-Mall.” LTG Henry T. Glisson, USA, Director, DLA, October 1998

## **Theme 2: Focus on Customers (DLA Goal 1)**

### **Messages**

DLA provides *full service* logistics support.

- If America’s forces fight with it, wear it, eat it, burn it as fuel or otherwise use it, DLA either buys it, stores it, distributes it, or has managed the contract to obtain it, in addition to arranging for its reutilization after it’s no longer needed.
- DLA is the grocery store, the hardware store, the fuel station, and the drug store for the Department of Defense.

- DLA handles: 83 percent of DoD’s requisitions, 90 percent of DoD’s spare parts, 100 percent of fuel and package petroleum, a lion’s share of clothing, medical, and food items, and 100 percent of distribution.
- DLA exists to get the right materiel to the right place at the right time for the best value-every time.
- We do everything from the front end to the back end, from procurement to disposal. We do it 24 hours a day, 7 days a week, and around the world.

Wherever military troops are deployed, DLA is there, providing wide-ranging support to defend America’s interests and commitments around the world.

- DLA currently has 44,000 people working around the clock in all 50 states and 30 countries, at over 2000 locations.
- In its 38-year history, DLA has supported every war, every major contingency, every humanitarian relief operation, every theater of operations where sailors, soldiers, airmen and marines have been deployed.

DLA is committed to excellence in customer service.

- Our goal is to listen to our customers, focus on their needs, and strive to exceed our customers’ expectations of quality, timeliness, information, and performance.

### **Supporting Quotes**

“When it comes down to the wire and the enemy is upon you and you reach into your holster, pull out the pistol and level it at your adversary, the difference between a click and a bang is logistics.” Source Unknown

“What motivates me and the rest of DLA is knowing that what we do counts and makes a difference in the life of somebody out there who is probably dirty, cold, or hungry, and placing their life on the line so that we can enjoy our lives.” LTG Henry T. Glisson, USA, Director, DLA, September 1999

### **Theme 3: People are DLA’s Key to Success (DLA Goal 3)**

#### **Messages**

We have creative, innovative and extraordinary people who have made DLA what it is today.

- Behind every DLA success is a team of dedicated employees making it happen.

The key to DLA’s future is our workforce.

- We will do everything we can to ensure our people succeed, because their success ultimately drives DLA’s success.
- We are committed to the development of the total workforce - military and civilian, active duty and reserves - and to giving them the knowledge-based skills and tools they need to function effectively in tomorrow’s workplace.
- We are developing a higher caliber of employee today because the employee of tomorrow will need to continue “doing more with less” to meet the challenges of the new millennium.
- We look to you to continue to build logistics and contract management operations that are as flexible and agile as the forces you are supporting, and to continue to put into the hands of our military the latest technologies at the greatest speed and the lowest cost.

Our leaders at all levels of DLA value all our

people and our diversity - those just getting started in their careers and those contributing years of experience; those of all national origins, races, creeds and religions.

- Diversity is about individual contributions, personal growth, acceptance and appreciation, trust and respect, and sharing information.
- Diversity boils down to basic human interaction. It is respect and value that you have for others that is its essence.

Quality of life for our people is a priority at DLA.

- It’s easier to attract and retain well-trained personnel if we can offer a good work environment.
- Our people, this Agency’s most valuable resource, *deserve* a high quality of life.

#### **Supporting Quotes**

“We want you to look beyond and between the lines of your job descriptions. We want you to imagine. We want you to innovate. We want you to create. We want you to experiment...We want you to be bold and innovative and imaginative.” Secretary of Defense William S. Cohen, June 8, 1999

“Support to the warfighter today means we must also take care of those supporting the warfighter...At DLA, we recognize that work-life policies are the right thing to do. And there are important benefits from doing what is right: greater productivity, increased retention, reduced absenteeism and improved worker commitment and morale.” SGM Randy Taft, USA, Senior Enlisted Advisor, DLA

“Motorola calculates that every \$1 spent on training delivers \$30 in productivity gains within three years.” Fortune Magazine, March



22, 1993

## **Theme 4: Partnering to Achieve Results (DLA Goal 1)**

### **Messages**

DLA and industry work together as partners to serve America's warfighters.

- DLA turns to expert firms to perform a variety of functions, and they often compete intensely with one another to get business. This reduces costs and improves performance, while building strong partnerships with the private sector.
- DLA builds long-term relationships with industry and suppliers based on quality products and services to provide durable solutions to logistics challenges.

We value our industry partners and ask for their continued cooperation.

- Each new partnership with industry has its unique challenges and requires some give and take. We ask that contractors continue to be willing partners with DLA so we can accomplish great things together.
- Doing business with DLA has to be lucrative for industry, but that desire should be balanced with a sense of patriotism and a desire to take care of our sons and daughters in uniform.

DLA and our industry partners are working together to adopt existing commercial practices so industry can meet the needs of both their defense and commercial customers more efficiently and effectively.

- Example: Single Process Initiative (SPI). SPI agreements reduce a number of Government-unique processes within a contractor's

facility into a single process. This allows companies like Raytheon and Boeing to apply commercial practices that meet the intent of military specifications. SPI not only improves processes, but it reduces operating costs for the contractor, achieves cost, schedule, and performance benefits for the Government, and reduces the time and cost of contract administration for all. To date, SPI activity has included 327 contractor facilities and 1,202 processes, resulting in an estimated \$519 million in cost savings/cost avoidance for the Government.

### **Supporting Quotes**

"Our role is changing from managing supplies to managing the business arrangements that will give our customers the best American business has to offer. We partner with industry and our customers to achieve this." LTG Henry T. Glisson, USA, Director, DLA

"With several partners working in concert, companies can integrate operations and eliminate non-value added work. Each company specializes in what they do best. In the auto industry, for example, Toyota, Honda, and Chrysler, who source nearly 70 percent of their work to close networks of suppliers, have the greatest profits per car. GM, which traditionally outsources about a third of its work, has the highest costs and lowest profit per car." Business Executives for National Security, Fall 1998 Strategic Review

## **Theme 5: Best Value Support for our Customers (DLA Goal 2)**

### **Messages**

DLA is committed to reducing costs, improving efficiencies, and increasing effectiveness.

- DLA reforms continue to have significant

payoffs for warfighters - reduced response times, more agile infrastructure, lower costs, enhanced quality of products and services, and improved readiness, sustainability, and reliability.

- From FY 93 to FY 99, DLA has saved in excess of \$1 billion due to the shift to commercial practices. [Source: KPMG (an independent contractor), 1998]

Modernizing our business practices enables our leadership to put a larger portion of the DoD budget into the military “tooth,” rather than its “tail,” enabling investment in our fighting forces which will allow us to accomplish our primary military missions in years to come.

DLA has led DoD in innovative logistics reforms to answer our customers’ calls for faster, cheaper products and services.

- Example: DLA’s Subsistence Prime Vendor Program provides food for our troops at military posts. DLA used to ship within 30 days — the commercial vendor now ships directly to customers within 24 to 48 hours. And customers receive fresher, brand-name products, like Heinz Ketchup and Welch’s Jelly. This program has saved DLA and taxpayers a significant amount of money. Subsistence (non-ration) wholesale inventories decreased by 78 percent, and we estimate retail annual savings at full implementation to be \$78M.
- Example: DLA’s Medical Prime Vendor Program provides either a variety of pharmaceuticals or medical/surgical items for a geographically clustered group of customers. Before this program, these items were provided to hospitals and clinics within 11 days — the commercial distributor now delivers most items within 48 hours. And since DLA no longer has to store large inventories of medical/surgical items, we have saved the taxpayers a significant

amount of money — medical wholesale inventories decreased by 51 percent, and we anticipate aggregate retail savings are in the range of \$115M to \$325M annually.

- Other examples include the following: Electronic Commerce/Electronic Data Interchange (e.g., electronic shopping, electronic file visibility, and electronic contract payments); acquisition reform; and infrastructure reduction (e.g., depot consolidation, inventory reduction). For more information on these programs, please contact the DLA Public Affairs Office.

## **Theme 6: Vigilant Safeguarding of Information and Systems (DLA Goal 2)**

### **Messages**

As technology continues to evolve - and more applications use the Internet and other web-based technologies - DLA is placing more and more emphasis on securing the integrity of our information systems, communication networks, and the data transmitted over those networks.

We do everything we can to safeguard and protect information and information systems from unauthorized disclosure, modification or destruction from such threats as hackers, terrorists and foreign governments.

You can trust us with your information/data. We will assure the confidentiality, integrity, authenticity, and availability of logistics information for our customers, the service members.

### **Supporting Quotes**

“My fear is that we, in this environment, will seek nostalgic solutions that are inappropriate to the problems we face today. To think that we could go back to Cold War industrial security

models that we had in the sixties and the seventies, and to think that that would work in the nineties and in the new millennium, is crazy.”  
Deputy Secretary of Defense John J. Hamre,  
June 9, 1999

“We realize that you have to be careful of what [information] you make available, how you can get to it, and who has access to it.” LTG Henry T. Glisson, USA, Director, DLA, October 1998

## **Strategies & Tools**

*Objective 1: Promote an understanding of DLA’s commitment to improving efficiency and reducing costs*

### **Strategy**

Integrate the importance of customer service into formal communications with customers at all levels at every opportunity.

### **Audience: Customers**

**Tool:** Reinforce our focus on customer support in all briefings targeted at customers.

**OPR (Office of Primary Responsibility):** DLA senior executives, managers, and employees; marketing offices; public affairs offices.

**Time:** Ongoing.

**Tool:** With every major announcement, clearly illustrate how warfighters benefit.

**OPR:** Senior executives, public affairs offices.  
**Time:** Ongoing, major announcements.

**Tool:** Publicize the ways customers can get support from DLA.

**OPR:** DLA marketing offices.

**Time:** Ongoing.

**Tool:** Publicize Customer Bill of Rights.

**OPR:** DLA marketing offices.

**Time:** Ongoing.

**Tool:** Success stories should highlight how customer support was enhanced.

**OPR:** DLA public affairs offices, senior executives.

**Time:** Ongoing.

**Tool:** Market success stories to service publications.

**OPR:** DLA public affairs offices.

**Time:** Ongoing.

### **Strategy**

Use command information channels (command publications, email newsletters, web sites, and workforce briefings) to stress importance of customer support.

### **Audience: Employees**

**Tool:** In speeches to workforce, use anecdotes about employees who improved customer support.

**OPR:** Director, senior executives, managers, marketing offices, public affairs offices.

**Time:** Ongoing.

**Tool:** Highlight “customer support” success stories prominently in command publications.

**OPR:** DLA public affairs offices.

**Time:** Ongoing.

**Tool:** Publicize stories of employees who receive awards for customer support.

**OPR:** DLA senior leaders, public affairs offices.

**Time:** Ongoing.

**Tool:** Encourage web content managers to use customer support themes on DLA web sites.

**OPR:** DLA senior leaders, web content managers, Chief Information Office, public affairs offices.

**Time:** Ongoing.

**Tool:** Host customer exchange programs (speaking opportunities, open houses etc.) that allow employees to meet and hear from customers.

**OPR:** DLA senior leaders, marketing offices, public affairs offices.

**Time:** Ongoing.

### **Strategy**

Integrate the importance of customer service into formal communications with senior DoD leaders.

### **Audience: DoD Leadership**

**Tool:** Use briefing opportunities to remind DoD leaders of DLA’s success in acquisition reform and the revolution in business affairs.

**OPR:** Director, senior executives.

**Time:** Ongoing.

**Tool:** Target stories highlighting acquisition reform and the revolution in business affairs to trade publications with senior DoD audiences.

**OPR:** DLA public affairs offices.

**Time:** Ongoing.

### **Strategy**

Ensure public communications regularly include examples of DLA’s successes in improving efficiency and reducing costs.

### **Audience: General Public**

**Tool:** Communications points for media interviews should include messages speaking to

DLA's role in improving efficiency and reducing costs.

**OPR:** DLA public affairs offices.

**Time:** Ongoing.

**Tool:** Official presentations at professional association, civic, and community meetings should highlight DLA's role in improving efficiency and reducing costs.

**OPR:** Senior executives, managers, and any employee representing DLA; public affairs offices.

**Time:** Ongoing.

**Tool:** Encourage web content managers to include customer service themes on DLA web sites.

**OPR:** DLA senior leaders, web content managers, Chief Information Office, public affairs offices.

**Time:** Ongoing.

**Tool:** All official brochures, videos and marketing vehicles should include references to DLA's role in improving efficiency and reducing costs.

**OPR:** DLA public affairs offices, marketing offices.

**Time:** Ongoing.

***Objective 2: Build, maintain, and strengthen the morale of DLA managers and employees; energize and empower them to become effective communicators***

### **Strategy**

Use command information channels to reinforce the importance of investing in employees.

#### **Audience: Employees**

**Tool:** Include references and anecdotes to employee excellence in speeches to employees.

**OPR:** Senior executives, managers, public affairs offices.

**Time:** Ongoing.

**Tool:** Periodically include professional development opportunities in command publications, including DLA web sites.

**OPR:** DLA training offices, public affairs offices.

**Time:** Ongoing.

**Tool:** Feature employees selected for competitive schools in command publications.

**OPR:** DLA public affairs offices.

**Time:** Ongoing.

### **Strategy**

Establish and promote feedback channels for employees to voice concerns to management.

#### **Audience: Employees**

**Tool:** Use response cards after each quarterly workforce briefing to capture feedback on issues for which employees would like to receive more information.

**OPR:** Command Staff Group, public affairs offices.

**Time:** Quarterly workforce briefings.

**Tool:** Encourage DLA website content managers to include feedback buttons and publish answers to frequently asked questions.

**OPR:** DLA senior leaders, web content managers.

**Time:** Ongoing.

**Tool:** Run frequent reminders of Director's Pipeline and similar feedback vehicles in command information publications.

**OPR:** DLA public affairs offices.

**Time:** Ongoing.

**Tool:** Feature senior executive 'brown bag lunches' to listen to employee concerns and respond to questions. Publish Qs & As that have general applicability.

**OPR:** Senior executives, public affairs offices.

**Time:** Ongoing.

## **Strategy**

Use awards and recognition programs to highlight employee achievement and build a sense of community.

### **Audience: Employees**

**Tool:** Reserve one Director’s quarterly workforce briefing annually for special awards and recognition.

**OPR:** Command Staff Group, public affairs offices.

**Time:** 4th quarter of calendar year.

**Tool:** Use DLA birthday to plan Agency-wide celebration.

**OPR:** Special Events & Protocol, public affairs offices.

**Time:** 3rd quarter of calendar year.

**Tool:** Feature “Top 10 DLA Employees” and “Employee of the Month” in command information publications and Agency websites.

**OPR:** DLA public affairs offices, web content managers.

**Time:** Ongoing.

## **Strategy**

Focus on the human side of DLA achievements in external communications.

### **Audience: Employees**

**Tool:** Ensure major announcements include specific messages on how DLA is caring for its employees.

**OPR:** DLA senior leaders, public affairs offices.

**Time:** Major announcements, ongoing.

**Tool:** Encourage DLA editors to highlight employee involvement in any major organization effort.

**OPR:** DLA public affairs offices.

**Time:** Ongoing.

## ***Objective 3: Ensure DLA’s value to customers and to America is understood***

### **Strategy**

Make external communications deliberately highlight DLA’s role as logistics and contract management support agency.

### **Audience: General Public**

**Tool:** Communications points for all media interviews should include a message speaking to warfighter support.

**OPR:** DLA public affairs offices.

**Time:** Ongoing.

**Tool:** Official presentations at community and professional association meetings should highlight DLA’s mission in logistics and contract management support.

**OPR:** Senior executives, managers, and any employee representing DLA; public affairs offices.

**Time:** Ongoing.

**Tool:** All official brochures, videos, web sites and marketing vehicles should include references to DLA’s focus on warfighter support.

**OPR:** DLA public affairs offices, marketing offices.

**Time:** Ongoing.

### **Strategy**

Develop campaign to demonstrate benefits of forming partnerships with DLA.

### **Audience: Contractors, associations**

**Tool:** Target stories of successful DLA-business partnerships to trade and business publications.

**OPR:** DLA public affairs offices.

**Time:** Ongoing.

**Tool:** Use DLA web sites to promote stories of successful DLA-business partnerships.

**OPR:** DLA content managers, Chief Information Office, public affairs offices.

**Time:** Ongoing.

### **Strategy**

Develop campaign to reinforce perception of DLA as the warfighters' logistics combat support agency.

#### **Audience: General Public**

**Tool:** Promote use of communications plan themes and messages.

**OPR:** DLA public affairs offices.

**Time:** Ongoing.

**Tool:** Encourage use of approved logo and standard language describing DLA in all official DLA products.

**OPR:** All.

**Time:** Ongoing.

**Tool:** Publish DLA style guide for use in command publications and web sites.

**OPR:** DLA's Office of Congressional and Public Affairs.

**Time:** 3rd quarter of calendar year.

**Tool:** In speeches and briefings to contractors and industry groups, highlight benefits of long-term partnerships with DLA.

**OPR:** Senior executives, managers, any employee representing DLA.

**Time:** Ongoing.

# Evaluation

**H**ow will we know if and when this Communications Plan accomplishes its objectives? How will we know if target audiences received the messages we intended to send, and if they understood those messages? How will we know if DLA spokespersons speak with “one voice”?

It is important that we measure our performance in order to identify areas to target in subsequent communication efforts and to gain the capability to report our progress to interested parties. We will do this in several ways:

1. Update the survey, interviews and focus group efforts upon which this plan is based; obtain feedback captured on the DLA web- site; and analyze comment cards submitted after each major engagement with targeted audiences.
2. Conduct a “communications audit” of all internal products, including publications, web sites, news releases, speeches and presentations, to determine how closely they were aligned with this Plan.
3. Analyze all media clips to determine how closely our intended themes and messages are reflected.

The Public Affairs staff has the primary responsibility for evaluating how successful our communication efforts have been. Results from these evaluations will be periodically reported to the DLA Executive Management Team and used in developing subsequent plans and initiatives.



## **Annex 1: Tips For DLA Communicators**

- When it comes to communicating the DLA story, listen to your local public affairs staff. These professionals have the education, training, and experience to provide unique and informed counsel with respect to audience identification, message formulation, public opinion, etc.
- Contact the public affairs staff early for help in preparing to communicate your messages. The sooner they know your requirements, the more they can help you, the better advice they can give you, the more options you'll have, and the more you'll be able to shape the outcome.
- Tell our story at every opportunity. This means always be prepared. Know your messages!
- Tell the truth! Honesty is always the best-and only-policy. Establishing trust and credibility with audiences depends on openness, honesty, and sustained performance.
- Always deal with bad news immediately, openly, and honestly. An organization's reputation is defined by how it responds to adversity or crisis. The situation doesn't get better with time. Remember the basic principles of risk communication: admit you did it, say you're sorry, and explain what you're doing to make sure it doesn't happen again.
- The media play a major role in transmitting and translating information. They are a critical bridge to the great American public and other audiences, so we as an organization use them. With your public affairs staff, develop relationships, understanding, and trust with the media and let them help tell your story. If you haven't had media training, get it as soon as possible.
- Prepare for every interview and every speech like a combat mission. Know your audience, your messages, and how to bridge to your messages. Anticipate the tough questions, know the answers, and practice, practice, practice.
- Perception is reality!

## Annex 2: Engaging The Media

### Why You Must Engage the Media

You should view each interview as an opportunity to carry DLA messages clearly, concisely, and coherently to our key audiences. With proper preparation, knowledge of your messages and use of a few tools to control an interview, you can have a positive influence on the outcome of stories about DLA.

### Getting Ready

Your success in an interview is directly tied to the quality of your preparation, your ability to articulate your messages, and the level of control you exercise during the interview process. Don't think an interview is a conversation or that you can "wing it." View it instead as an opportunity to make a well-developed presentation reflecting research, preparation, and enthusiasm.

### Messages

During an interview, know exactly what you want to say and how you want to say it. Anticipate the issues and questions of an interviewer and equip yourself with three key messages - short, memorable, and positive.

Use the "inverted pyramid" to structure your interview answers. Lead with your most important message - your headline - then cover your messages in descending order of priority.

Be aware of interview time constraints and the importance of optimizing every moment. Some interview situations will allow you time to talk at length; however, in most situations you must distill your messages down to 12- to 15-second sound bites or one to two dozen quotable words. Given that you have no control over what answers an interviewer will use in the final story, each one of your answers should be carefully worded.

### Techniques

Basic techniques you can use to control an interview and present your messages include:

**Bridging:** The smooth transition from the interviewer's question to your message. A direct question deserves a direct answer. Then, after briefly touching upon the answer, bridge to your messages and your agenda.

**Hooking:** Take advantage of opportunities before and during the interview to "hook your interviewer." Suggest topics, entice the reporter into your agenda, and focus on your messages.

**Flagging:** This is a way to underscore, verbally and non-verbally, what is important within your answers during the course of an interview. You can use voice inflection, a hand gesture, eye contact, body language, or a phrase like, "What is really critical to know about this issue..." to ensure the interviewer and the audience have a clear understanding of what you think is important.

**Personal Credibility:** Remember, you are the expert (that's why you're being interviewed). Use your personal knowledge and experience to avoid speaking about DLA in the abstract. In other words, if you can say, "I've talked to the men and women using the technology," do it. Critics will never be shy about their credentials; neither should you.

### Repeating Your Messages

An interviewer has a purpose, and so should you. During an interview, repeat your messages frequently. Repetition increases audience retention. It helps ensure the audience and the reporter remember your messages.

### Your Appearance on Television

Television often flattens your personality and animation. To compensate, remember to “punch yourself up.”

Research shows that the average audience will remember only 7 percent of the words you say. The balance of their impression will depend upon your voice, face, uniform or business attire, and the personal charm and credibility you bring to the interview.

Do not slouch, rock back and forth, swivel, twitch, or twiddle. Make sure your facial expressions and hand gestures are appropriate to your words and the seriousness of the issue. Concentrate on your interviewer, maintain eye contact, and convey conviction and enthusiasm.

## **Rules of Engagement**

**The Interviewer and Audience:** Prior to any interview, find out as much as you can about your interviewer and your audience.

**The Record:** Always consider yourself “on the record,” and never say anything you don’t want to see in print or on the air. However, should you decide to say something “on background” or even “off the record,” clearly state that portion of the interview is “off the record” to ensure there is no chance of confusion. Ensure the interviewer agrees you are “on background” or “off the record,” otherwise you are still “on the record.”

**Language:** Remember to speak the public’s language and avoid DLA acronyms, jargon, or technical terms. Every member of your audience should understand your messages.

**Keep Up With the News:** Be sure you are aware of current news prior to an interview. Interviewers will know what’s in the news, and so should you. This will help you to avoid an

embarrassing lack of knowledge.

**Arguments:** The old saying goes “You won’t win an argument with someone who buys ink by the barrel, or videotape by the case,” so don’t argue with a reporter. By the same token, there may be times when an interviewer is confrontational, and you may need to “step up” to the situation to maintain control of the interview. Be an active participant in the interview process.

**Protect the Record:** Bad information has a way of propagating and taking on a life of its own unless challenged. If an interviewer asks you a question based on false data, be sure to protect and, if necessary, correct the record. Do not repeat the false data or any negative statements.

**Honesty:** Always answer honestly but without saying “no comment.” If you don’t know the answer to a question, or if the answer is classified or would invade someone’s privacy, it’s OK to say so. Then bridge to one of your messages.